

Midcareer Executive Development Course (MEDC) No. 29

13 June - 23 July 1971

COURSE REPORT

I. General

The 29th Midcareer Course was conducted during the period 13 June through 23 July 1971. The course received almost unanimous praise from the Midcareerists in terms of overall value, content and administrative handling.

In general, this course ran very smoothly even though a good portion of it was run during prime vacation time. Only a few speaker substitutions had to be made during the [REDACTED] phase of the course.

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II. Opening and Closing of the Course

Once again the Executive Director-Comptroller delivered the Welcoming Remarks to the class in place of General Robert Cushman, who was out of the country. Col. White limited himself to a few general remarks appropriate for the occasion since he was scheduled for a session with the group later on in the course.

On the last day of the course the Director appeared for a half hour question and answer period as has been his custom in the Midcareer Course. In closing out the 29th MEDC Mr. Helms expressed the hope that the students had all benefited from the course and wished them well for the future.

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III. Phase I (Managerial Grid)

Twenty-eight of the 34 students in the class participated in the Managerial Grid. Most of the students felt that the time was well spent and the week provided an opportunity to examine their own managerial styles and to learn how these styles were viewed by their classmates.

IV. Phase II (The Agency and the Intelligence Community)

The students rated as the best in Phase II the following speakers: Bruce Clarke, John Maury, Arthur Lundahl,

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[REDACTED] Hugh Cunningham, [REDACTED]

25X1A

[REDACTED] John McMahon

25X1A

and Howard Osborn. Receiving negative comments were

25X1A

[REDACTED] The S&T

effort once again suffered from the absence of its Deputy Director but was nevertheless a distinct improvement over the two previous runnings. We were able to arrange for Carl Duckett to speak to the class later at Headquarters, which was very much appreciated by the group.

As in previous courses the students found the informal evening discussions most valuable. The students made special mention of the following guest speakers as particularly effective in these discussions: John Maury, Edward Proctor, Thomas Karamessines, Hugh Cunningham, Bruce Clarke and [REDACTED]

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The class met with the Executive Director-Comptroller at the Executive Dining Room at Headquarters for a reception followed by an informal discussion. The students commented that the session with Col. White was outstanding and contributed significantly to the value of the course.

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The Midcareerists visited the National Photographic Interpretation Center [REDACTED] and the Technical Services

25X1A

Division [REDACTED] The briefings and tours conducted at these two installations are considered to be highlights of Phase II by class after class. This class was no exception.

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V. Phase III (The U.S. Government and World Affairs)

In Phase III the students singled out the following speakers as outstanding: Professor Richard Walker, University of South Carolina, who spoke on "Communist China and Japan"; James Bostain, Foreign Service Institute on "How to Read a Foreigner"; Assistant Secretary of State Marshall Green on "Current Developments and Problems Facing the U.S. Government in Southeast Asia"; Hyman Bookbinder, former Deputy Director, Office of Economic Opportunity, on "The Urban Crisis in the United States"; and Richard Scammon, Director, Elections Research Center, who discussed "American Politics in the 1970's." Appearing as the Final Speaker in Phase III was Professor Samuel Proctor, Rutgers University. His presentation on "Black Problems" and the discussion which followed was considered by many to be one of the very best sessions in the course.

Installations visited during the Field Trip in the final week of the course were the 351st Strategic Missile Wing, Whiteman AFB, Missouri; Headquarters, NORAD, Colorado Springs, Colorado; and Headquarters, CINCLANT, Norfolk, Virginia. The majority of the students found the Trip, as a whole, worthwhile and rewarding.

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S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29  
(CTR #5-71)

13 - 18 June 1971

S E C R E T

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NC. 29

CHIEF	:	[REDACTED]	25X1A
		Ext. 2243 or 2826	
ASSOCIATE	:	[REDACTED]	25X1A
		Ext. 2243 or 2826	
TRAINING ASSISTANT:		[REDACTED]	25X1A
		Ext. 2243 or 2826	

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FOREWORD

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Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

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S E C R E T

WEDNESDAY, 9 June 1971  
(Director's Conference Room, 7D-64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course	<div data-bbox="1052 810 1307 846" style="background-color: black; width: 157px; height: 17px;"></div> Chief, Midcareer Executive Development Course, SUS/OTR	25X1A
		<div data-bbox="1052 989 1300 1024" style="background-color: black; width: 153px; height: 17px;"></div> Midcareer Executive Development Course, SUS/OTR	25X1A
1430	Welcoming Address	<div data-bbox="505 1241 805 1276" style="background-color: #cccccc; width: 185px; height: 17px;"></div> Executive Director-Comptroller	
1500	Special Clearance Briefings	<div data-bbox="1049 1348 1325 1392" style="background-color: black; width: 170px; height: 21px;"></div> Security Officer, OTR	25X1A

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EXECUTIVE DEVELOPMENT COURSE

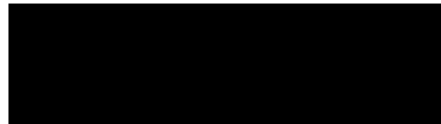
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THE MANAGERIAL GRID

Sunday, 13 June 1971

through

Friday, 18 June 1971


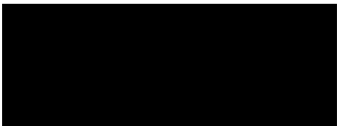
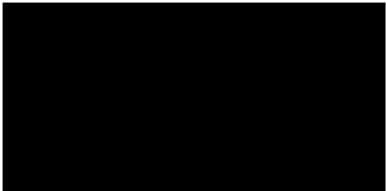



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SUNDAY, 13 June 1971

1530		25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	 25X1A
	Security Briefing	 25X1A
25X1A 1700	Reception 	
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

S E C R E T

MONDAY, 14 June 1971

0800-0815 General Session: Lecture, "Start-Pathway-Goal"  
Introduction to Critique

0815-1000 Team Activity: Critique

1000-1030 Team Activity: Complete and Post Wall Charts

1030-1200 General Session: Film and Lecture: "The  
Managerial Grid"

1200 Lunch

1300-1315 General Session: Introduction to [REDACTED] 25X1A  
Activity

1315-1630 Team Activity: [REDACTED] 25X1A

1630-1700 General Session: Scoring

1700 Dinner

1900-1915 General Session: Introduction to [REDACTED] 25X1A  
[REDACTED] Critique

25X1A

1915 Team Activity: Critique

TUESDAY, 15 June 1971

25X1A	0800-0830	General Session: Newsprint exchange on [REDACTED] Critique
	0830-0845	General Session: Introduction to Team/ Committee Action Activity
	0845-1200	Team Activity: Step 1: Developing team solution for Team/Committee Action
	1200	Lunch
	1300-1400	Team Activity: Step 2: Critique Complete Wall Charts
	1400-1415	General Session: Introduction to Pair Discussions
	1415-1515	Step 3: Pair Discussions
	1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 and 6
	1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles
	1700	Dinner
	1900	Team Activity: Step 6: Critique

WEDNESDAY, 16 June 1971

0800-0830	General Session: Newsprint exchange on Team/Committee Critique
0830-0845	General Session: Introduction to <u>12 Angry Men</u> Activity
0845-1030	Film: <u>12 Angry Men</u>
1030-1115	Step 1: Individual Work: Judgments of Managerial Styles of <u>12 Angry Men</u> Characters
1115-1200	Step 2: Team Activity: Judging Managerial Styles of <u>12 Angry Men</u> Characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and Team Scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915	Team Activity: Ideal Organization Culture

THURSDAY, 17 June 1971

0800-0830	General Session : Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture



FRIDAY, 18 June 1971

0800-0930	Team Activity (Cont.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

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MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE

NO. 29

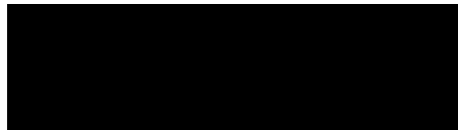
PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 21 June through Friday, 2 July 1971



25X1A

Tuesday, 6 July, and Wednesday, 7 July

at Headquarters Building

Room 1A-07




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EXECUTIVE DEVELOPMENT COURSE

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MONDAY, 21 June 1971

25X1A

0900	Convene in Classroom (CR-11)	
0915-0945	Administrative Time and Reading Period	
0945-1045	"The Agency and the Intelligence Community -- Developments and Problems"	<u>Hugh Cunningham</u> Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1400	Group Introductions	
1415-1500	"CIA's Legal Activities"	<u>Lawrence Houston</u> General Counsel
1500-1515	Question Period	
1530-1615	"The Agency's Relationship to the Congress"	<u>John Maury</u> Legislative Counsel
1615-1630	Question Period	
1830	Dinner	
1930-2130	Informal Discussion [REDACTED]	<u>Hugh Cunningham</u> <u>Lawrence Houston</u> <u>John Maury</u>

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TUESDAY, 22 June 1971

25X1A

0800-0900 Reading Period

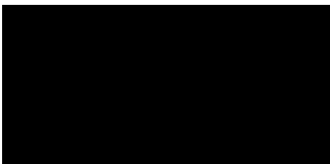
0900-0940 Film: "National Intelligence Theater  
Estimates"

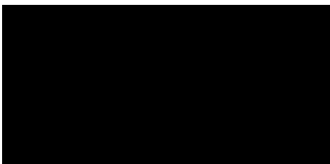
0945-1045 First Seminar Period:

Group I - "National Intelligence  
Estimates (CR-14 A)"  25X1A  
Chief, Estimates  
Staff, Office of  
National Estimates

Group II - "Economic  
Intelligence (CR-14B)"  25X1A  
Deputy Director,  
Office of Economic  
Research

1055-1155 Second Seminar Period:

Group I - "Economic  
Intelligence (CR-14B)"  25X1A

Group II - "National Intelligence  
Estimates (CR-14A)" 

1200 Bus to  25X1A

1215 Buffet 

1300-1430 Informal Discussion with the  
Deputy Director for Intelligence

Edward Proctor

1435 Bus Returns to Admin Building

1445-1530 "CIA's Current Intelligence Role"  25X1A

Chief, Far East  
Division, Office of  
Current Intelligence

1530-1545 Question Period

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TUESDAY, 22 June 1971  
(Continued)

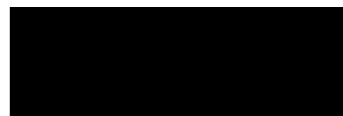
1600-1645	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
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1645-1700	Question Period
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1830	Dinner
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1930-2130	Informal Discussion
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Bruce Clarke

25X1A

25X1A

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WEDNESDAY, 23 June 1971

25X1A

25X1A

0815-0915

0930-1020

"The Central Reference  
Service"

Harry Eisenbeiss  
Director, Central  
Reference Service

1030-1120

STATSPEC

25X1A

25X1A

1130-1230

Informal Discussion

Harry Eisenbeiss

25X1A

1245

Lunch

1330-1430

"Vietnam, Laos and Cambodia"

Special Assistant to  
the Deputy Director for  
Vietnam Affairs

25X1A

1430-1445

Question Period

1500-1545

"The Evaluation of National  
Intelligence Programs and the  
Agency's Relationship to the  
PFIAB"

Assistant Deputy for  
National Intelligence  
Programs Evaluation

25X1A

1545-1600

Question Period

1615-1645

Individual Presentation

1830

Dinner

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THURSDAY, 24 June 1971

[REDACTED]

25X1A

0800-0930 Individual Presentations

0945-1100 "Field Station Activities"

[REDACTED]

25X1A

1100-1130 Question Period

1200 Lunch

1300-1330 Individual Presentation

1345-1445 "Target: Soviet Bloc"

[REDACTED]

25X1A

Soviet Bloc Division

1445-1515 Question Period

1530-1615 "Target: China"

[REDACTED]

25X1A

1615-1645 Question Period

1830 Dinner

1930-2130 Informal Discussion

[REDACTED]

[REDACTED]

25X1A

25X1A

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FRIDAY, 25 June 1971

[REDACTED]

25X1A

0800-0830 Individual Presentation

0845-1145 CASE HISTORY

[REDACTED]

25X1A

1200 Lunch

1245-1430 CASE HISTORY

[REDACTED]

25X1A

1445 ETD for Drivers and Passengers

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MONDAY, 28 June 1971

[REDACTED]

25X1A

0850 Convene In Classroom (CR-11)

0900-0930 Individual Presentation

25X1A

0945-1030

[REDACTED]

[REDACTED]

25X1A

1030-1045 Question Period

1100-1230 "Counter-Intelligence"  
Presentation and Question  
Period [REDACTED]

25X1A

Deputy Chief, Counter  
Intelligence Staff

25X1A

1245 Lunch

1330-1415 "Problems of Cover: Present  
Programs and Future Plans"

Chief, Central  
Cover Staff

25X1A

1415-1430 Question Period

1445-1700 CASE HISTORY

Soviet Bloc Division

25X1A

[REDACTED]

25X1A

1800 Dinner

1930-2130 Informal Discussion with Deputy  
Director for Plans

Thomas Karamessines

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TUESDAY, 29 June 1971

25X1A

0800-0930 Individual Presentations

0940 Assemble in Arena "B"

0945-1045 "The Role of Science and Technology  
in CIA"

Executive Officer,  
DDS&T

25X1A

1045-1100 Question Period

1115-1145 "The Agency's Research and  
Development Program"

Dep. Director of Research  
and Development

25X1A

1145-1200 Question Period

1215 Lunch

1300-1330 "The Agency's Computer  
Services"

John Iams  
Director of Computer  
Services

1330-1345 Question Period

1400-1430 "ELINT Activities"

John McMahon  
Deputy Director of  
ELINT

1430-1445 Question Period

1500-1530 "Scientific Intelligence"

Dep. Director of Scientific  
Intelligence

25X1A

1530-1545 Question Period

1600-1630 "Foreign Missile and Space  
Analysis"

Deputy Director of  
Foreign Missile and  
Space Analysis (FMSAC)

25X1A

1630-1645 Question Period

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1645-1700 Closing Remarks

[REDACTED]

25X1A

1930-2130 Informal Discussion

[REDACTED]

[REDACTED]

25X1A

John Iams

John McMahon

[REDACTED]

25X1A

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WEDNESDAY, 30 June 1971

25X1A

0800-0930 Individual Presentations

0945-1030 "The Support Services"

Robert Wattles  
Assistant Deputy  
Director for Support

1030-1045 Question Period

1100-1145 "Security Considerations in  
Accomplishing the Agency's  
Mission"

Howard Osborn  
Director of Security

1145-1200 Question Period

1215 Lunch

1315-1415 Individual Presentations

1430-1515 "The Nature and Scope of  
Training Support"

[REDACTED]  
Deputy Director of  
Training

25X1A

1515-1530 Question Period

1545-1630 "Personnel Problems"

Harry Fisher  
Director of Personnel

1630-1645 Question Period

1830 Dinner

1930-2130 Informal Discussion

Robert Wattles

[REDACTED]  
Harry Fisher

25X1A

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THURSDAY, 1 July 1971

25X1A

0800-0930 Individual Presentations

0945-1030 "Financial Management"

Lester Bush  
Director of Finance

1030-1045 Question Period

1100-1145 PANEL: "The Agency's Medical Services"

John Tietjen  
Director of Medical Services

                      
Chief, Psychological Services Staff, OMS

25X1A

                      
Deputy Chief, Operations Division, OMS

25X1A

                      
Psychiatric Staff, OMS

25X1A

                      
Chief, Field Support Staff, OMS

25X1A

25X1A

1150 Bus to                     

1210 Buffet                     

25X1A

1250-1345 Informal Discussion with Medical Services Panel

1350 Bus to                     

1400-1445 "Logistical Support of the Agency's Activities"

                      
Deputy Director of Logistics

25X1A

1445-1500 Question Period


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THURSDAY, 1 July 1971  
(Continued)

1515-1610 "Developments in Technical  
Communications"

  
Chief, Staff  
Communications  
Division, Office of  
Communications

25X1A

1615-1715 Demonstration of Equipment and  
Question Period


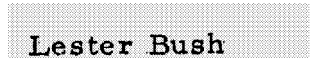

  


25X1A

1830 Dinner

25X1A

1930-2130 Informal Discussion

25X1A

25X1A

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FRIDAY, 2 July 1971

[REDACTED]

25X1A

0800-0930 Individual Presentations

0945-1030 "The Role of the United States  
Intelligence Board (USIB)"

[REDACTED]  
Executive Secretary  
to the United States  
Intelligence Board

25X1A

1030-1045 Question Period

1100-1200 "Special Operations"

[REDACTED]

25X1A

1200-1215 Question Period

1230 Lunch

1315-1345 Administrative Time

1400 ETD for Drivers and Passengers

S E C R E T

S E C R E T

MONDAY, 5 July 1971

H - O - L - I - D - A - Y

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TUESDAY, 6 July 1971  
(At Headquarters)

	0730	Convene at Headquarters: Front of Auditorium		
25X1A	0740	Bus Departs for [REDACTED]		
	0820	Bus Arrives at [REDACTED]		
	0830-1345	"Technical Services in Support of Operations"	[REDACTED] Deputy Chief, Technical Services Division	25X1A
		Presentations -- Tours and Working Luncheon	[REDACTED] Chief of Operations, TSD	25X1A
			[REDACTED] Chief, Development and Engineering, TSD	25X1A
25X1A	1350	Bus Departs from [REDACTED] for Headquarters		
	1425	Bus Arrives at Headquarters		
	1430	Convene in Classroom (1A-07)		
	1430-1500	Administrative Time: [REDACTED] Accounting		25X1A
	1500-1545	"The Defense Intelligence Agency"	[REDACTED] Deputy Director for Estimates, Defense Intelligence Agency	25X1A
	1545-1630	Question Period		

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE (MEDC)

NO. 29

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Wednesday, 7 July 1971 - Friday, 16 July 1971  
Room 1A-07, Headquarters

Sunday, 18 July - Thursday, 22 July 1971 - FIELD TRIP

Friday, 23 July 1971 - USIB Conference Room (7E-26)

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ASSOCIATE	:	[REDACTED]	25X1A
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WEDNESDAY, 7 July 1971  
(Room 1A-07, Headquarters)

0845-0915	Individual Presentation	
0930-1045	"U.S. Foreign Policy Towards the Third World"	<u>Ernest Lefever</u> Senior Fellow, Brookings Institute, Washington, D.C.
1045-1200	Question Period	
1215	Lunch	

In the USIB Conference Room  
(7E-26, Headquarters)

1315-1345	Critique and Reading Period	
1345-1415	Individual Presentation	
1430-1530	"Current Developments and Problems Facing the U.S. Government in East Asia"	<u>The Honorable Marshall Green</u> Assistant Secretary of State for East Asian Affairs, Department of State
1530-1600	Question Period	
1615-1645	Individual Presentation	
1730-1930	Reception in Executive Dining Room for Executive Director- Comptroller: Informal Discussion	<u>Col. L. K. White</u>

S E C R E T

S E C R E T

THURSDAY, 8 July 1971  
(Room 1A-07, Headquarters)

0845-0945      Individual Presentations

1000-1200      "How to Read a Foreigner"

James Bostain  
Scientific Linguist,  
Foreign Service  
Institute, Department  
of State

1215            Lunch

1315-1345      Individual Presentation

1400-1515      "Congressional Dynamics"

Charles Clapp  
Executive Office of the  
President, Special  
Assistant to the  
President  
(Formerly Legislative  
Assistant to Senators  
Leverett Saltonstall and  
John F. Kennedy)

1515-1630      Question Period


S E C R E T

S E C R E T

FRIDAY, 9 July 1971  
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1030 "The National Security Agency"


  
Deputy  
Assistant Director for  
Production, National  
Security Agency

25X1A

1030-1130 Question Period

1145 Lunch

~~1300-1415 "Systems Development Cycle"~~

  
Office of Special  
Projects, S&T  
Directorate

25X1A

1430-1530 "Problems of the U.S. Press"

Charles Bartlett  
Washington Corres-  
pondent for the  
Chicago-Sun Times  
and Columnist for  
Publishers Hall  
Syndicate

1530-1630 Question Period

S E C R E T

S E C R E T

MONDAY, 12 July 1971  
(Room 1A-07, Headquarters)

0830-0900      Reading and Critique Period

0900-1100      "Communist China" 

Richard Walker  
Director, Institute  
for International  
Studies, University of  
South Carolina

25X6

1100-1200      Question Period


1215            Lunch

1315-1345      Individual Presentation

S E C R E T

S E C R E T

TUESDAY, 13 July 1971  
(Room 1A-07, Headquarters)

0820-0850	Individual Presentation		
0900-1000	"The President's Use of the National Security Council"	<u>Jeanne Davis</u> Asst. to Brigadier General Haig	
1000-1030	Question Period		
1045-1145	Individual Presentations		
1200	Lunch		
	<u>Convene in USIB Conference Room</u> (7E-26)		
1300-1415	"Planning and Programming in CIA"	 Dep. Director of Planning, Programming and Budgeting	25X1A
1420-1450	Visit to the O/PPB Situation Room		
1500-1600	(USIB Conference Room) "Current Developments and Problems Facing the United States Government in Latin America"	<u>The Honorable Charles Meyer</u> Assistant Secretary of State for Inter-American Affairs, Department of State	
1600-1630	Question Period		

S E C R E T

S E C R E T

WEDNESDAY, 14 July 1971  
(Room 1A-07, Headquarters)

0820-0850 Individual Presentation

0900-1015 "The Urban Crisis in the  
United States"

Hyman Bookbinder  
Director, Washington  
Office, American  
Jewish Committee,  
(Former Assistant  
Director to the Anti-  
Poverty Program)

1015-1130 Question Period

1145 Lunch

1300-1330 Individual Presentation

1345-1500 "Soviet Strategic Capabilities"

Bruce Clarke  
Director of Strategic  
Research

1500-1545 Question Period

1600-1645 Field Trip Briefing

 25X1A

S E C R E T

S E C R E T




THURSDAY, 15 July 1971  
(At Headquarters)

0730	Convene at Headquarters: Front of Auditorium	
0740	Depart by Bus for [REDACTED]	25X1A
0815	Arrive at [REDACTED]	25X1A
0830-1025	"Developments in Photographic Intelligence"	<u>Arthur Lundahl</u> Director, National Photographic Interpretation Center
1030-1125	Briefing and Tour of Imagery Exploitation Group	
1130	Lunch	
1215-1415	"The Imagery Analysis Service" Briefing and Tour	[REDACTED] 25X1A Director, Imagery Analysis Service
1420	Depart by Bus for Headquarters	
1440	Arrive at Headquarters	
	Convene in Room 1A-07 Headquarters	
1500-1630	Management Advisory Group (MAG) Panel	<u>Panel Members to be Announced</u>

S E C R E T

S E C R E T

FRIDAY, 16 July 1971  
(Room 1A-07, Headquarters)

0830-0900	Critique Period		
0900-1000	"American Politics in the 1970's"	<u>Richard Scammon</u> Director, Elections Research Center, Washington, D. C.	
1000-1100	Question Period		
1115-1215	CIA Operations Center Briefing and Tour (Group A) (Room 7F-33 )	 Chief, CIA Operations Center	25X1A
	Critique Period (Group B) (Room 1A-07)		
1230	Lunch		
1315-1415	CIA Operations Center Briefing and Tour (Group B) (Room 7F-33)		25X1A
	Critique Period (Group A) (Room 1A-07)		
1430-1530	"The Middle East"	 Professor of Inter- national Affairs, National War College (Former Chief, Middle East-Africa Division, Office of Current Intelligence, CIA)	25X1A
1530-1630	Question Period		

S E C R E T



SECRET

FIELD TRIP SCHEDULE FOR MEDC NO. 29\*

SUNDAY, 18 July 1971

1300	EDT	Convene at Headquarters (SW Entrance)
1315	EDT	Special Bus Leaves Headquarters for Andrews AFB
1430	EDT	Leave Andrews AFB for Whiteman AFB, Missouri
1700	CDT	Arrive Whiteman AFB

MONDAY, 19 July 1971

0800-1600	CDT	Briefings and Tours at the 351st Strategic Missile Wing, Whiteman AFB
1630	CDT	Leave Whiteman AFB for Colorado Springs, Colorado
1800	MDT	Arrive Peterson Field, Colorado Springs

TUESDAY, 20 July 1971

0800-1600	MDT	At NORAD Headquarters: Briefings
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WEDNESDAY, 21 July 1971

0800-1100	MDT	At NORAD Headquarters: Briefings and Tour
1130	MDT	Leave Peterson Field for Norfolk, Virginia
1830	EDT	Arrive Norfolk, Virginia

THURSDAY, 22 July 1971

0830-1700	EDT	Briefings and Tours at CINCLANT Headquarters and Facilities
1745	EDT	Leave Norfolk for Andrews AFB
1845	EDT	Arrive Andrews AFB
1900	EDT	Special Bus Leaves Andrews AFB for Headquarters

\*The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

SECRET

S E C R E T

FRIDAY, 23 July 1971

(At Headquarters)

FINAL DAY

0900-1000	Convene in USIB Conference Room 7E-26 Field Trip Accounting Completion of All Course Critiques	
1000-1200		<u>Carl Duckett</u> Deputy Director for DDS&T
1215	Lunch	
1330-1445	"Black Problems"	<u>Samuel Proctor</u> Professor of Education, Rutgers University, New Brunswick, N. J.
1445-1545	Question Period	
1600-1645	<u>Closing Remarks:</u>	
	<u>Richard Helms</u> Director of Central Intelligence	
1645	Award of Certificates	<u>Hugh Cunningham</u> Director of Training

S E C R E T